
Contents

Part I The Scrum Culture

1	Why a Scrum Culture Is Important	3
1.1	Problem Definition	4
1.2	Goals of the Research Project	5
1.3	Scientific Approach	6
1.4	Expected Results	6
2	Organizational Culture Models	9
2.1	Different Approaches	9
2.2	Model Selection	11
2.3	A Broader View on Cultural Dimensions	21
3	Cultural Characteristics of Scrum	27
3.1	The Origins of Scrum	27
3.2	General Cultural Characteristics of Scrum	29
3.3	Specific Cultural Aspects of Scrum	38
4	Primary Research: The Nature of Scrum Survey	43
4.1	Study Setup	43
4.2	Findings from the Organizational Culture Assessment Instrument [©]	45
4.3	Findings from the Open Questions	48
5	Conclusions	55
5.1	The Scrum Culture	55
5.2	Consequences for Enterprises	59
5.3	Limitations of This Study	64
5.4	Opportunities for Further Research	68

Part II The Theory of Introducing Scrum

6	Different Shapes of Scrum in the Enterprise	73
6.1	Scrum PRN	73
6.2	Virtual Scrum Software Studio	74
6.3	Scrum Software Studio	75
6.4	Façade Scrum Organization	77
6.5	Profound Scrum Organization	77

6.6	Sustainable Profound Scrum Organization	78
6.7	Which Scrum Shape for Which Goal?	79
7	Different Starting Points	83
7.1	Top–Down Introductions	83
7.2	Bottom–Up Introductions	84
7.3	Submarines	85
7.4	Choosing the Right Starting Point	86
8	Considerations for Scrum Introductions	87
8.1	Reasons for a Scrum Introduction	87
8.2	Stakeholder Management	90
8.3	Different Situations and Product Types	91
9	Scrum Introduction Overview	93
9.1	Introducing Scrum with Scrum	94
9.2	Multi-Change Initiatives/Change Programs	95
 Part III The Practical Application of Kotter’s Principles		
10	Creating a Sense of Urgency	99
10.1	The Impediment-In-Depth-Analysis	101
10.2	Velocity Extrapolation	102
10.3	General Advice for Creating a Sense of Urgency	103
10.4	Things You Should Remember	104
11	The Guiding Coalition	107
11.1	Composition	107
11.2	Organization	109
11.3	Tasks	112
11.4	Things You Should Remember	113
12	Vision and Strategy	115
12.1	Vision and Strategy in the Context of Leadership and Management	115
12.2	How to Create Vision and Strategy	116
12.3	Things You Should Remember	118
13	Communicating the Change Vision	119
13.1	What You Always Wanted to Know About Communication	119
13.2	Things You Should Remember	121
14	Empower Your Employees on a Broad Basis	123
14.1	Transform Affected Parties into Involved Ones	123
14.2	Typical Inhibitory Factors Regarding Scrum	125
14.3	Things You Should Remember	133
15	Generate Quick Wins	135
15.1	Why Dreamers Need an Alarm Clock	135
15.2	Characteristics of Quick Wins	136

15.3	Pilots	137
15.3.1	Identification	138
15.3.2	Setting Up a Pilot Project	140
15.3.3	Implementation	144
15.3.4	Sprint 1	148
15.3.5	Sprint n	150
15.4	Common Problems	150
15.5	Measurement of Results and Reporting	159
15.6	Things You Should Remember	161
16	Consolidate Gains and Initiate Further Change	163
16.1	Promotions and Other Felonies	163
16.2	This Is Only the Beginning	164
16.3	Things You Should Remember	166
17	Anchor New Approaches into the Corporate Culture	167
17.1	Origins of Culture	167
17.2	Anchoring	169
17.3	Things You Should Remember	170
18	Introducing Scrum into Large Teams	173
18.1	Special Circumstances	173
18.2	Direct Comparison of Small and Large Introductions	175
18.3	Coordination	176
18.4	The Right Time	179
18.5	Things You Should Remember	179

Part IV Case Study

19	Introducing Scrum	183
19.1	The Hardest Part: Starting Out	183
19.2	Urgency	187
19.3	The Guiding Coalition	191
19.4	Vision and Strategy	198
19.5	Communication	203
19.6	Empowering Broad-Based Action	205
19.7	Generate Short-Term Wins	212
19.8	Consolidating Achievements and Initiating Further Change	216
19.9	Embedding New Concepts in the Corporate Culture	222
19.10	Beyond the Case Study	224
19.11	The Actors in Brief	225
20	Get Started!	227

Part V Additional Information

21	Appendix 1: Why John Kotter's Model Was Chosen	231
21.1	How Mike Cohn ADAPTs to Scrum	231
21.2	Schwaber's Playbook from 'Software in 30 Days'	233

21.3	Leading Change Like Kotter	235
21.4	How Cameron and Quinn Use the OCAI for Change	239
21.5	Why Kotter?	242
22	Appendix 2: Research Details	243
22.1	The Nature of Scrum Survey Questions	243
22.2	Statistical Analysis: Descriptives	255
22.3	Statistical Analysis: Data Preparation	266
22.3.1	The OCAI analyses follow from here	266
22.3.2	Now the analyses of the open questions follow	270
22.4	Summary of Scrum's Cultural Characteristics According to Literature	273
22.4.1	Summary of Survey Findings	277
22.5	Findings Comparison	281
23	Appendix 3: A Brief Scrum Overview	289
23.1	Scrum Roles	289
23.1.1	Product Owner	290
23.1.2	Scrum Master	292
23.1.3	Development Team	294
23.1.4	Management	294
23.1.5	You as Change Manager	295
23.1.6	The Scrum Consultant	296
23.1.7	Approach to Fill the Roles	297
23.2	Artifacts	298
23.2.1	Product Increment	298
23.2.2	Product Backlog	298
23.2.3	Sprint Backlog	299
23.2.4	Definition of Done	299
23.3	Events	300
23.3.1	The Sprint Itself	301
23.3.2	Sprint Planning	302
23.3.3	Daily Scrum	302
23.3.4	Sprint Review	303
23.3.5	Sprint Retrospective	303
24	Appendix 4: Methods	305
24.1	Planning Poker	305
24.2	Planning Poker for Absolute Numbers	306
24.3	Estimation Meeting	306
24.4	Timebox	307
24.5	Velocity	307
	References	309
	Index	313

The Scrum Culture

Introducing Agile Methods in Organizations

Maximini, D.

2015, XIX, 315 p. 26 illus., Hardcover

ISBN: 978-3-319-11826-0